Human Resource System: Competencies, Selection and Experience, Leader Development & Learning Project
Progress and Approach to Way Ahead for Leader Competencies Symposium

24 March 2004

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Agenda

- Purpose
  - Provide goals and objectives, and an overview of the Human Resource (HR) System (Competencies, Selection and Experience, Leader Development and Learning) effort, suggestions for any way ahead resulting from the conference
- Agenda
  - Original Goals and Objectives
  - Draft Concept and Experimentation Approach (on hold)
  - Overview of Results to Date
  - Ideas Pertaining to Future Experimentation and Metrics
  - Top-Level Human Resource System Tasks & Deliverables
  - Suggestions for Designated Lead's Way Ahead

USJFCOM Symposium Deliverables Should Address

- Who is in charge of the competencies development process, and responsible for developing them?
- Who is in charge of developing and monitoring the plan to transition competencies into PME?
- What is the core group of stake-holders who will work the development effort?
- What is the leader's overall plan (with details to follow and approval be specified date)?
- What is required of JFCOM J9?
- How will the responsibilities, organization and plan be disseminated to JFCOM & other stake-holder leadership?

JFCOM's Current Status Joint Leader Competencies

- SECDEF Snowflake, Jointness in Military Schools (28 July 03) asked Service Secretaries "how to improve jointness in military schools by making some adjustments in how services manage their military schools." Their response provided (18 Dec 03):
  - Secretaries propose to task NDU & Service Schools to develop "joint competencies." Closes with "…if you concur we will then together with CJCS task NDU and Service Schools…"
- JFCOM transition work to date to NDU for development of joint leader competencies
  - ADM Giambastiani Letter to LTG Dunn NDU offers to brief on JFCOM efforts and readiness to help move the effort forward
  - Joint Leader Competencies effort unfunded
  - Future work will be gathering insights and forwarding to designated lead when determined
  - No leadership tasking for continued work

Goal

- The Human Resource System (Competencies, Selection and Experience, Leader Development and Learning) Project planned to identify and deliver critical next decade joint leader characteristics and competencies, and recommendations for changes to the human resource system to improve the future joint force through research, analysis and experimentation; influence joint leader development in FY05 and beyond; and support other Decision Superiority programs.

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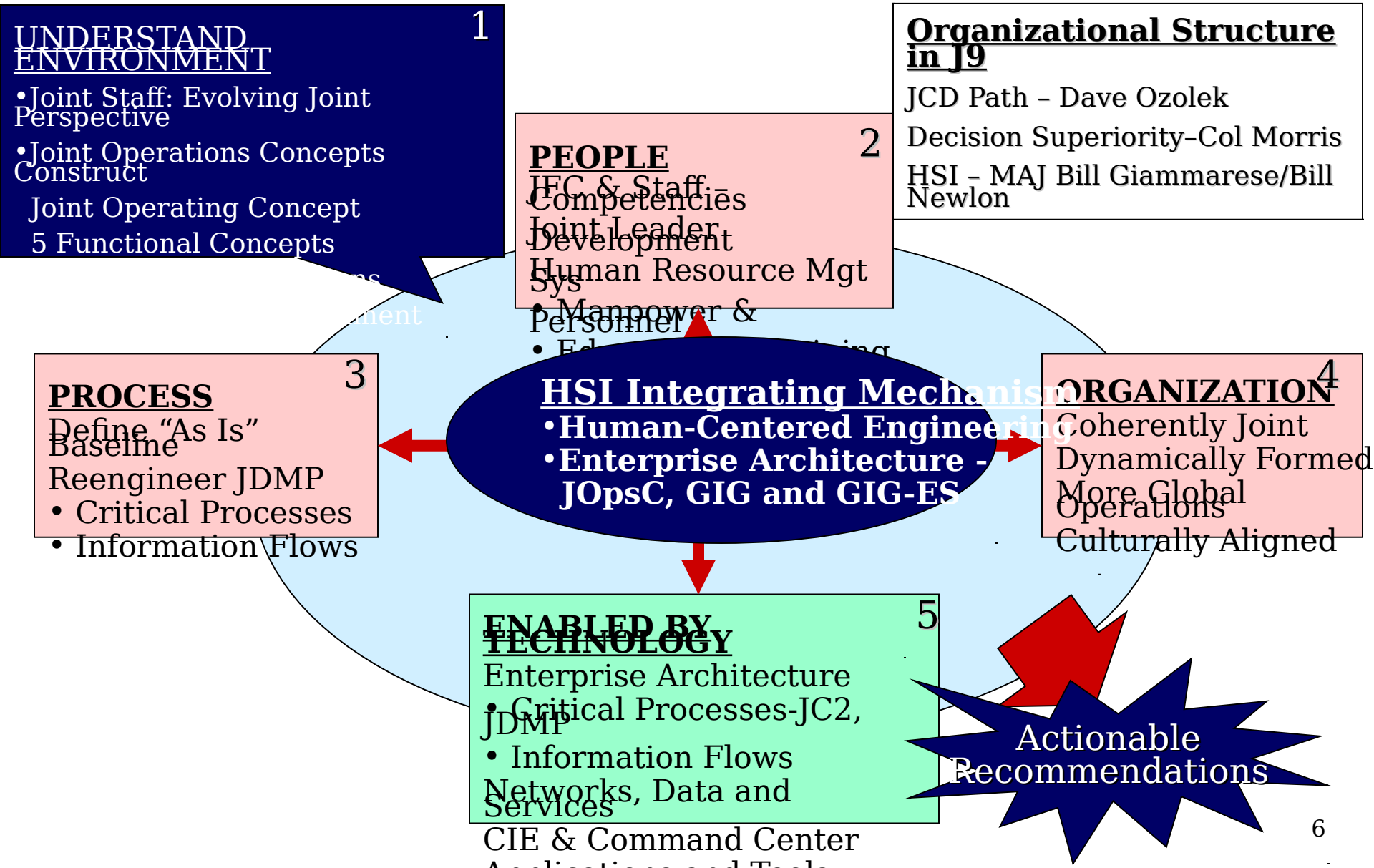
Organization of Human Element Effort



An Evolving Joint Perspective: US Joint Warfare and Crisis Resolution in 21st Century

JROCM 022-03 - 28 Jan 2003

- Uniquely American philosophical and cultural approach to joint warfare
- Evolution reflects cumulative historical experience, values, traditions and character of American people, Services and institutions
- Describes shifts in characteristics & conduct of joint warfare in 21st century
- Provides common joint warfighting perspective to fully integrate service capabilities into effective joint forces

Joint Operations Concepts (JOpsC)

- Purpose: (1) Describe how joint force will operate – common understanding, common joint decision making process, unity of a action, adaptability; as well as interagency and multinational context. (2) Unifying framework for developing concepts
- Attributes – fully integrated, expeditionary, networked, decentralized, adaptable, decision superiority, and lethality
- Key DOTMLPF Considerations
  - Doctrine: more dynamic, streamlined; linked to JCD&E process
  - Training to forge teams & foster a joint mindset within leaders and staffs; improve adaptability in uncertain environments
  - Leadership & Education: foundations of innovation and transformation
    - Expand understanding individual, service and joint core competencies
    - Broaden understanding of strategic and operational environments
    - Leaders grounded in art and science of joint operations
  - Personnel: Recruit and train people who are integral parts of a joint team that adapts

Problem Statement

- Complexity of the future operational environment requires right people with right competencies be at right place at precisely the time require to achieve the desired effect.
- Today's competencies for joint commanders and staffs are not adequate to support the future joint force construct. Commanders and staffs must have a global, holistic view, and be educated and trained to lead/ operate effectively in a networked world where complexity and collaboration are the norm and operations transcend space, time and organizational boundaries.
- The human resource system must evolve to collect, develop, and deliver required future competencies and the ability of the current system to do this is unknown.

Original Task

- Identify the competencies (individual and team) required for commanders and staff to plan, execute and assess within a complex battlespace, which includes asymmetric threats, using a parallel, adaptable, dynamic decision-making process that supports timely and quality decisions, and speed of command.
- Determine if the current HR system can evolve to meet the need; what remains the same, and what must change.

Decision Making in a Collaborative Information Environment

Next Decade Leader Competencies

Main Idea: **Executing the emerging principles of the Joint Operations Concepts requires additional leader competencies.**

1. **The future battlespace will be networked, information-rich, collaborative, and time-constrained.**
2. **To be effective in this environment, future decision makers will use a distributed, collaborative, information environment to plan, coordinate and execute.**
3. **Current competencies of Joint Force Commanders and staffs will be insufficient to maximize the effectiveness of the joint force when operating in the future battlespace and collaborative environment.**
4. **This will require new leader competencies to ensure greater degrees of precision in action and comprehension of the global battlespace.**

   (PI03, UQ03, Human Factors WS, OIF, MC02)

Guidance:

1. **USJFCOM , Services, and Combatant Commanders, identify critical next decade leader competencies through experimentation.**
2. **Provide inputs to Joint Staff J7 for consideration by the Military Education Coordination Council (MECC) for inclusion in leader training and development.**

Original Objectives

- Address “Decision Making in a Collaborative Information Environment” Issue (One of top 2 key JFCOM issues)
- Develop and deliver critical next decade Joint Leader Competencies (individual and team)
- Identify and assess personal characteristics that contribute to acquiring competencies.
- Influence joint leader development and JPME in FY05 & beyond
- Determine what HR system must do to provide the personnel with characteristics and competencies required.
- Develop methods & metrics to examine characteristics and competencies in experimentation
- Leverage and support other Decision Superiority projects

Concept Approach

- Assess ability of current system & requirement for future system to provide required human resources for Joint force:
  - Develop Joint Leader competencies and metrics
  - Provide future Joint competencies
- Develop change recommendations for senior leaders (Dec 04, Jun 05, Dec 05, Jun 06).
- Delivered Draft Joint Competencies Leader Development Framework Report. Current plan is to support the leader of the Joint Leader Competencies Development effort.

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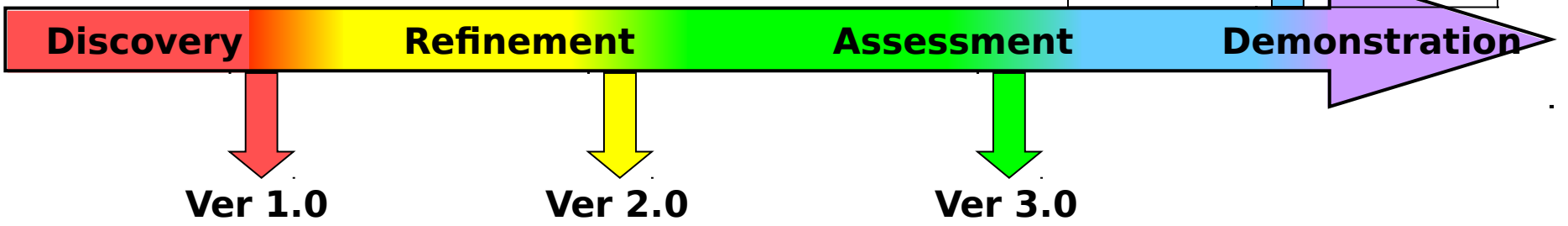
Experimentation Approach & Phases

J9 Concept Development Uses These Phases

Transition moves problem solution into action through an implementation plan, demonstration and prototyping



Ver 1.0

Discovery focuses on understanding the problem and laying out a framework for further research & development

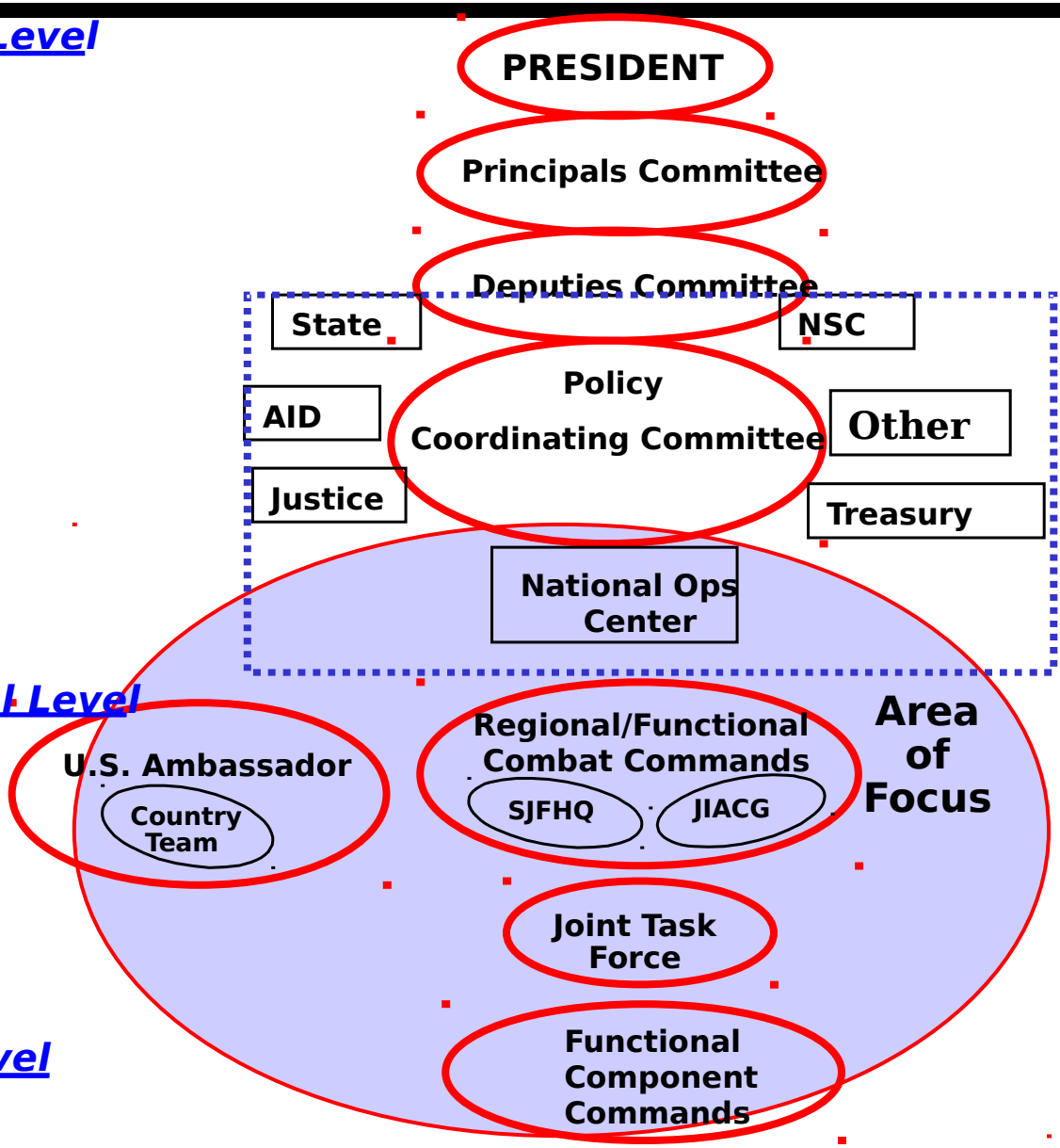
Ver 2.0

Refinement develops a proposed problem solution based on hypothesis refinement experimentation

Ver 3.0

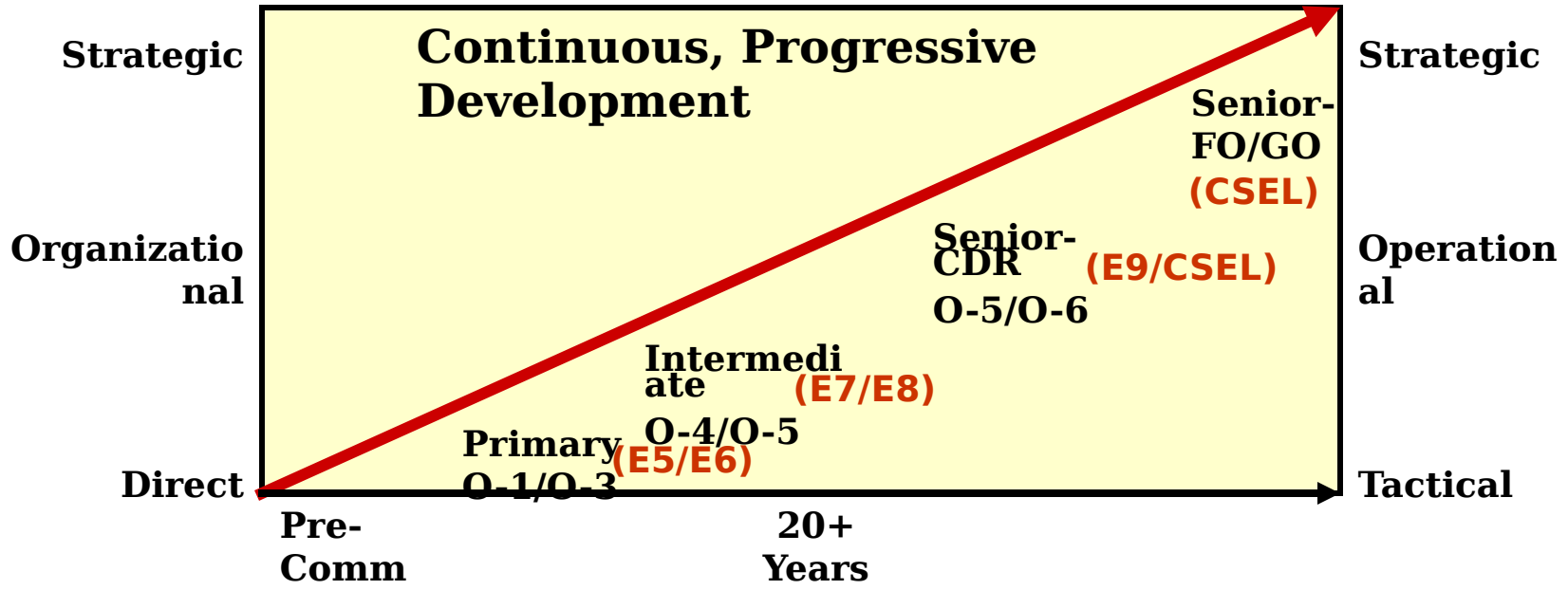
Assessment develops a validated problem solution through results of hypothesis testing experimentation

Organization & Orientation



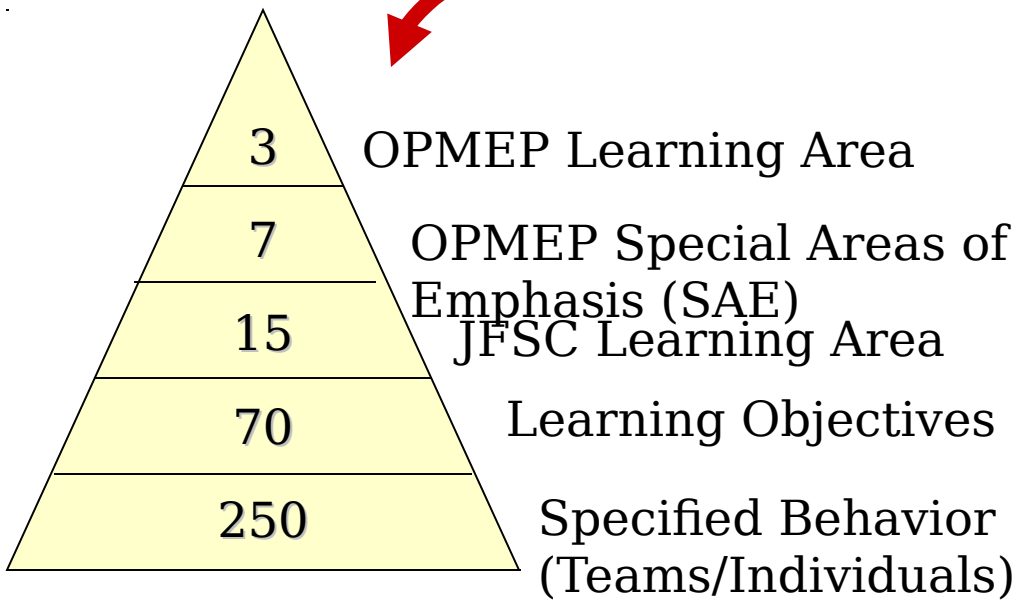
Operational and Enterprise Framework

	Strategic Leadership	Organizational Leadership	Direct Leadership
View	Strategic Direction within Global Environment	Developing Plans and Allocating Resources	Action-Oriented
Vision	Create the Vision	Create the Plans	Execute the Plans
Operational	Strategic Art	Operational Art	Tactical Proficiency
	Theater strategic Plan	Create Campaign Plans	Execute Tactical Plans
Enterprise	Strategic Decision Making	Joint Decision Making	Action Plans
	Strategic Planning	Organizational Planning	Management Proficiency



JFSC – Learning Area to Learning Objectives

Joint Competencies
- **Behaviors**
- **Supporting Performance**

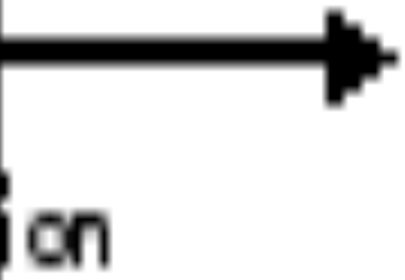


Competency-Based Learning Model

- Competencies provide foundation for leader development and learning continuum
- Requires integration of defined leader competencies (KSAs) with the learning continuum (education, training, experience & self-study)
- Competencies are tailored/matured to meet the demands of specific levels of leadership as well as individual needs
- Performance assessment and feedback are based on defined and measurable competencies
- Learning interventions are selected for competency-based learning outcomes.
- Self-awareness, adaptability and life-long learning will help and encourage leaders to perform at their highest potential.

Methodology Used to Date

- Draft Joint Leader Competencies were developed through experimentation and research of future operational environment, tasks, competencies and learning; and the impact on learning continuum and HR System was examined
- Used complementary top-down & bottom-up approach
- Top-down: From research developed initial framework for joint competencies
- Bottom-up
  - Generated sets of KSAAs from experimentation & research
  - Assessed/verified KSAAs against future operational tasks with SMEs
  - Grouped for criticality and compared to top-down
  - Initial framework modified to reflect supporting critical KSAAs
- Focus initially on Joint Senior Leader (0-6)
  - 7 Core competencies and 25 sub-competencies with supporting KSAAs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Defining Terms: Competency-KSAAs

COMPETENCY

- Competency describes a cluster of knowledge, skill, ability, or attitude an individual must possess or obtain (or circumstances that must exist) in order to perform one or more tasks in a particular job context.

KSAA

- Knowledge describes a body of information, usually of a factual or procedural nature, applied directly to the performance of a function/task.
- Skill describes a present, observable competence to perform a learned act (could be motor, psycho-motor, and/or cognitive).
- Ability describes a general more enduring capability an individual possesses at the time when he/she begins to perform a task.
- Attitude describes an internal state that influences an individual's choices or decisions to act in a certain way under particular circumstances

Operational Tasks

- Conduct shaping (crisis action planning)
- Apply Operational Net Assessment Process
- Establish and use Collaborative Information Environment
- Conduct effects-based planning
- Plan for multinational operations
- Plan for transition and stability operations
- Direct and control effects-based campaigning
- Conduct military shaping operations to assure, dissuade and deter adversary actions; and
- Conduct enabling operations: position, access, deter and set conditions for campaign success
- Dynamically adapt effects-based plan based on assessment of operations and campaign

Delivered for Original Objectives

- Address “Decision Making in a Collaborative Information Environment” Issue (One of top 2 key JFCOM issues)
  - Joint Leader Competencies Development, and Joint Decision Making Process Projects address the issue
- Develop and deliver critical next decade Joint Leader Competencies (individual and team)
  - Delivered Draft Joint Competencies Leader Development Framework Report.
    - Joint Competencies Leader Development Framework Report Summary 23 Jan 04
    - Draft Joint Competencies Leader Development Framework Report 12 Dec 03
    - Joint Competencies Leader Development Database of 12 Dec 03
  - Current plan is to support the leader of the Joint Leader Competencies Development effort.

WORLD CLASS WARFIGHTER

Strategic Art
- Strategic Decision Making
- DIME Relationships

Operational Art
- Strategic Objectives to Tactical Actions

Effects-Based Approach
- Battlespace System of Systems
- Effects – tasks linkages

Campaigning
- Orchestrating / Synchronizing

Joint Warfighting
- Doctrine and Concepts

TECHNICAL

Understanding Systems
- Organizational Systems

Tools Supporting Enterprise
- Decision Making Strategies / Tools

Ends, Ways, Means Framework
- Elements of National Power
- Information Age Concepts

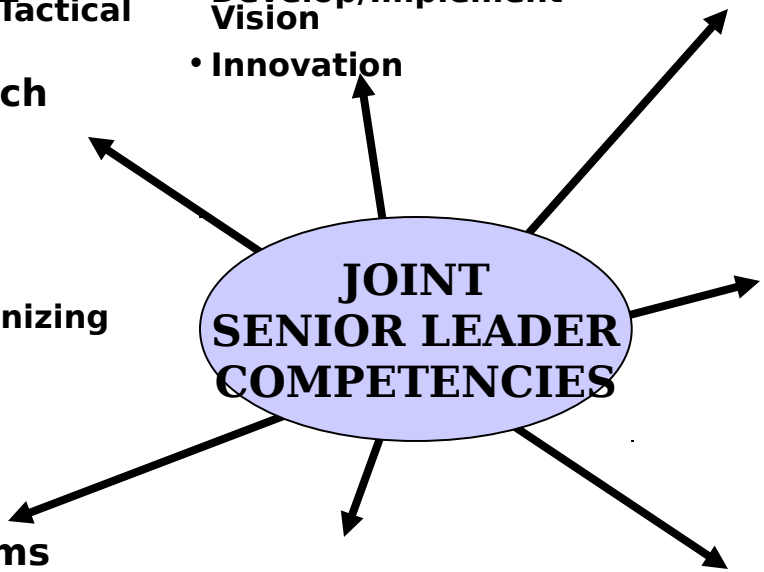
Resource Stewardship
- DOD / Interagency Systems

IMPROVING

Lifelong Learning
- Self / Others

Team Building

Leading Change
- Develop/Implement Vision
- Innovation



INFLUENCING

Communicating
- Commander's Intent & Vision

Decision Making
- Adaptive Leadership/Decision Making

Motivating
- Inspiring / Empowering

Foster Teamwork & Collaboration
- Build Trust & Confidence

PERSONAL LEADERSHIP

Joint Values / Warrior Ethos

Identity
- Self-Awareness/Self Confidence
- Lifetime of Development

Professional Astuteness
- Leader of the Profession
- Develops Future Leaders

INTERPERSONAL MATURITY

Communication
- Negotiation

Cross-Cultural Savvy
- Know Cultures Beyond Own
- Build Collaborative Relationships

CONCEPTUAL

Cognitive Capacity
- Systems View
- Complexity / Uncertainty

Creative Thinking
- Ideas / Alternatives

Critical Thinking
- Understand / Evaluate
- Problem Solving

Adaptability
- To Environments
- To Opportunities

Joint Senior Leader Competencies

- **PERSONAL LEADERSHIP: Develop a Joint leader of the profession who understands and embodies a "Joint Warrior Ethos;" possesses a self-identity consistent with the values and identity of a leader of the profession, and takes responsibility for developing future leaders.**
- **INTERPERSONAL MATURITY: Develop a Joint leader who can communicate effectively with broader audiences and external organizations; who uses negotiation and consensus building to reach a solution; who understands cultures beyond one's own boundaries, and is able to interact and lead in inter-organizational domains.**
- **CONCEPTUAL: Develop an adaptive, innovative Joint leader with the cognitive capacity to deal with the ambiguity, uncertainty and complexity of the problem, situation and solution; who applies creative and critical thinking to solve problems.**
- **INFLUENCING: Develop a Joint leader who clearly communicates, shapes the culture of the organization, and practices adaptive leadership; who builds trust and confidence, and is able to use consensus building to increase effectiveness.**

Joint Senior Leader Competencies (2)

- **TECHNICAL: Develop a Joint leader with a broad understanding of systems and their interrelationships; who comprehends the interdependencies between systems, decisions, organizations, and tools; who leverages information-age technology; and who can visualize future states, then move the organization forward to achieve them.**
- **WORLD CLASS WARFIGHTER: Develop a Joint leader with mastery of strategic and operational art, doctrine, concepts, and capabilities; who can conduct effects-based campaigning to generate, integrate, sustain, and employ joint forces in combination with other instruments of government action.**
- **IMPROVING: Develop a Joint leader who continually develops self and others using a lifelong approach to learning; who applies resources to build effective teams; who is a change leader that can develop and achieve an organizational vision.**

Competency-Personal Leadership

PERSONAL LEADERSHIP: Develop a Joint leader, who understands and embodies a "Joint Warrior Ethos" – a set of values and beliefs; who has a self-identity consistent with the values and identity of a leader of the profession, who develops self-confidence based on self-assessment and is devoted to a lifetime of development; and who sees oneself as a leader of the profession with the need to develop and instill a sense of responsibility in future leaders of the profession.

- **Values**: Develop and stress these key values that form the foundation of Joint leadership for mission command and unity of action.
  - **Honor and Integrity, Courage, Commitment and Selfless Service, Loyalty, Duty, Respect, Excellence**
- **Identity**: Having a self-identity consistent with the values and identity of a leader and a warfighter; assessing ones strengths and weaknesses and developing self-confidence based on self assessment; devoted to a lifetime of development through the Improving competency.
- **Professional Astuteness:** Seeing oneself as a leader of the profession; understanding the need to develop future leaders for the profession; to support efforts to build an optimal joint force, and to communicate this responsibility to future leaders of the profession.

Summary of Comments on Study

Army Research Institute

- Top-down and bottom-up methodology seems unnecessarily complex
- Framework vs Model – Use term Framework
- Further definitions required, i.e. tasks, sub-competencies, etc.
- Examine constructs represented as competencies;
  - Change use of KSAAs to KSAOs for better range, e.g. values
- Reduce redundancy
- Consider combining Technical and World Class Warfighter
- Does framework adequately reflect joint missions & context
- Value in competency approaches that assume KSAOs drive behaviors that determine individual and organizational success; help communicate behaviors across organization.

Summary of Comments on Study (2)

- Army War College Comments
  - Competency-Mapping approach contains flaws and should not be relied on as preferred means
  - Recommends Organizational Learning- Based Process enabled by expanded assessment, and educational network components (Double-Loop Learning)
    - Improved assessment to identify competencies for improvement
    - Provide assessment info to those responsible for Ed / Training
    - Collaborative education network
    - Revise leader development frameworks for multiple perspectives
  - Establishes agile and flexible system of PME that can adapt to emerging needs

Summary of Comments on Study (3)

- NDU-NWC: detailed delineation of competencies & associated ties to PME process would focus curriculum on tasks vice learning areas and objectives appropriate to educational mission
  - Recommendation - rewrite policy to give joint competency framework developers an oversight/directive role in JPME process
- Navy N00T: Several comments for clarity, correctness, readability critical & substantive
  - Critical and substantive comments on organization, references, clarity definitions, and further delineating methodology
  - Re-wording competencies/KSAAs for action words, link to results in Appendix B, etc.
  - Several comments on providing more description on Teamwork Competency model; and emphasizing both individual and team models are critical and part of integrated leader development.

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Objectives that Remain to be Addressed

- Develop and deliver critical next decade Joint Leader Competencies (individual and team) Complete delivery
- Identify and assess personal characteristics that contribute to acquiring competencies.
- Influence joint leader development and JPME in FY05 & beyond
- Determine what HR system must do to provide the personnel with characteristics and competencies required.
- Develop methods & metrics to examine characteristics and competencies in experimentation
- Leverage and support other Decision Superiority projects

What Needs to Be Done

- Assess ability of current system & requirement for future system to provide required human resources for Joint force:
  - Examine the Learning / JPME process using Joint competencies and Competency-Based Learning
  - Provide impact/recommendations for Training Transformation
- Provide impact/recommendations for the HR System to provide personnel with the characteristics and competencies required.
- Develop change recommendations for senior leaders (Dec 04, Jun 05, Dec 05, Jun 06).

Top Level HR System Tasks

- Program Management – Project, HE Effort, Web-site, Integration
  - Conduct HE Workshops
- Develop Joint Leader Competencies
  - Develop and Refine Officer (Senior, Intermediate, Primary, Pre-Comm levels) & Senior NCO
  - Define metrics to measure & assess individual competencies
  - Define and develop a joint leader development model, including a maturity model for competencies
- Develop JF Cdr/Staff Team Competencies (team) & Performance Model
  - Refine Team Competencies & Performance Model
  - Define metrics Team Competencies & Performance Model
  - Construct Team Competencies & Performance Model

Top Level HR System Tasks (2)

- Influence Learning Environment / Training Transformation (T2)
  - Support Plan with Senior Concept Developers
  - Influence PME FY05 & beyond – Plan
  - Competency-Based Learning White Paper
  - Inputs for T2 – JKDDC / JNTC / JAEC
- Conduct Pilot Projects / Experimentation
  - Pilots: JFSC, Army CAL & AWC SSI, JSOU, Assess USAF & USMC
  - Experiments: UQ04, MCO JOC & JFEO concept events, Sea Viking 04, and Stability Ops

Deliverables Required

Task	Deliverable	Date
Program Management	Project Management Plan	1/31/04
	HE Workshop Reports	9/30/04
Develop Joint Leader Competencies	Draft Joint Competencies Leader Development Frame.	1/31/04
Develop Joint Leader Competencies	Competency Description Joint Senior Leader Competencies	9/30/04
	Competency Maps for Senior, Intermediate, Initial, Pre-Com, Senior NCO	9/30/04
	Initial Metrics and Full Set of Metrics Plan	9/30/04
Develop JF Cdr/Staff Team Competencies & Model	WP Approach to Team Competencies and Performance Model	9/30/04
	WP Metrics for Team Competencies and Performance Model	FY05
	Team Competencies and Performance Model	FY05
Influence Learning Environment / Training Transformation	Influence Plan	9/30/04
	WP Implementation Plan	FY05
	WP Competency-Based Learning	FY05
	WP HR System Support for Training Transformation	FY05
Assess Ability HR System to Provide required personnel Conduct Pilot Projects / Experimentation	WP Knowledge Worker Human Resource Management Strategy Project/Experiment Reports on Observations/ Recommentations each event	FY05 FY04/FY05

Yellow-to be delivered

Project Team and Leveraging Opportunities

- Core Team
  - J9 H001, NAVAIR Orlando, NDU – JFSC have supported
  - Army Research Inst LNO; ARL Field Activity
  - Reps from Service PME/Leader Development activities
  - JFCOM CSM Ripka & SEL Team
- Leverage:
  - OFT / CNA, JS/J-7, JFCOM J7, NDU, SOU, Service PME/leader development efforts; Senior Enlisted Leader efforts
- Extended Team
  - OFT / CAN; TRADOC, CAL, Army WC-SSI; MCU-Senior Leader Comms; Air WC –Leader Development; SOU ; Navy – SSG, N00T, OP01
- Potential Opportunities
  - ARI and ARL efforts
  - ONR, NRL – Teamwork and Collaboration
  - ARL Collaborative Tech Alliance: Cognitive Process Modeling/Measure

DRAFT – WORK IN PROGRESS

Suggestions for Way Ahead

- JS-J7 Leader Competencies Symposium 24-25 Mar 04 at NDU
  - Discuss leader competencies required by future joint force and ongoing competencies efforts
  - Resolve issues, assign responsibilities, define approach and develop a way-ahead
- Determine lead, then approve/resource their plan; leverage ongoing efforts and opportunities
- Deliver Framework/Joint Leader competencies - date TBD by lead
  - Integrate Senior Enlisted Leader competency effort
  - Develop and verify metrics

Suggestions for Way Ahead (2)

- Develop and execute an implementation plan to influence leader development in FY05 and beyond
- Refine and validate competencies
  - Through feedback, Senior Concept Developers, pilot projects and experimentation
- Staff and brief through JROC, implement through policy
- Develop JF Cdr/Staff Team Competencies & Model

Critical Decisions Required

- Who is in charge of the competencies development process, and responsible for developing them?
- Who is in charge of developing and monitoring the plan to transition competencies into PME?
- What is the core group of stake-holders who will work the development effort?
- What is the leader's overall plan (with details to follow and approval be specified date)?
- What is required of JFCOM J9?
- How will the responsibilities, organization and plan be disseminated to JFCOM & other stake-holder leadership?

Backup

Discovery Events

- UQ04 – examine Conceptual and Influence competencies and Campaigning sub-competency
- MCO JOC Wargame series – examine competencies through MCO hypothesis testing
  - Assess focus areas for draft hypothesis 8, 9, 11, 12 and 17
  - MCO Hypothesis 8 Example: Can we develop leaders with broader frames of reference that extend beyond discrete skill sets by institutionalizing JPME and joint training programs to routinely train future leaders in a Joint, Service, Interagency and Multinational environment?
- Participation in Sea Viking 04 in support of Organizational Coherence effort
- Partner events of opportunity

Future Experimentation

- Experimentation Flow:
  - FY 03/04: Discovery Experimentation/Hypothesis Development
  - FY 04/05: Hypothesis Experimentation
  - FY 05: Validation experimentation and transition to prototyping
- Experimentation considerations
  - MCO V2.0 development and testing
  - Stability Operations Wargame series in FY05
  - Smaller SLE and LOE events in support of Global Distributed Collaboration
  - Partner events and pilot projects addressing Joint competencies and leader development

Competency-Personal Leadership

PERSONAL LEADERSHIP: Develop a Joint leader, who understands and embodies a "Joint Warrior Ethos" – a set of values and beliefs; who has a self-identity consistent with the values and identity of a leader of the profession, who develops self-confidence based on self-assessment and is devoted to a lifetime of development; and who sees oneself as a leader of the profession with the need to develop and instill a sense of responsibility in future leaders of the profession.

- **Values**: Develop and stress these key values that form the foundation of Joint warfighting and the basis for cohesion and unity of action.
  - **Honor and Integrity, Courage, Commitment and Selfless Service, Loyalty, Duty, Respect, Excellence**
- **Identity**: Having a self-identity consistent with the values and identity of a leader and a warfighter; assessing ones strengths and weaknesses and developing self-confidence based on self assessment; devoted to a lifetime of development through the Improving competency.
- **Professional Astuteness:** Seeing oneself as a leader of the profession; understanding the need to develop future leaders for the profession; to support efforts to build an optimal joint force, and to communicate this responsibility to future leaders of the profession.

Competency-Interpersonal Maturity

INTERPERSONAL MATURITY: Develop a Joint leader who can communicate effectively with broader audiences and external organizations, and who can employ the appropriate method communication or active listening to motivate the team to achieve organizational objectives; who can use consensus building and negation to reach an agreeable solution; who understands cultures beyond ones own boundaries, and is able to interact and lead in interagency, international and inter-organizational domains.

- **Communications**: Able to communicate effectively with broader audiences and external organizations, and employ the appropriate method of communication or active listening to motivate the team to achieve organizational objectives; who can use consensus building and negation to reach an agreeable solution.
- **Cross-Cultural Savvy**: Understands cultures beyond ones own boundaries, and is able to interact and lead in interagency, international and inter-organizational domains; able to build collaborative networks by collaborating across boundaries, finding common ground and using contacts to strengthen them.

Competency-Conceptual

CONCEPTUAL: Develop an adaptive, innovative Joint leader with the cognitive capacity to deal with the ambiguity, uncertainty and complexity of the problem, situation and solution; who is able to take a systems view and applies creative and critical thinking to achieve the goals or the desired state; who scans the environment for new data patterns to reinterpret, challenge, synthesize and organize the information to proactively and reactively address opportunities.

- **Cognitive Capacity**: Able to use systems view and deal with complexity, ambiguity and uncertainty, while synthesizing information to formulate solutions
- **Creative Thinking**: Capable of creating ideas, processes, alternatives and solutions; and promoting an environment conducive to creativity
- **Critical Thinking**: Capable of using cognitive capacity skills and strategies to achieve understanding, evaluate viewpoints, and solve problems.
- **Adaptability**: Able to adapt quickly to environment, people, and circumstances; able to assess the environment and acquire new or more effective behaviors as context and roles change; and respond quickly to emerging opportunities and risks

Competency-Influencing

INFLUENCING: Develop a Joint leader who clearly communicates intent and vision, and shapes the culture of the organization; who anticipates and makes timely decisions through adaptive decision making and leadership; who builds trust and confidence, empowers others, encourages measured risk-taking, and uses consensus building to increase organizational effectiveness.

- **Communicating**: Ability to clearly define and articulate a future or desired state for the organization based on internal and external factors, and shape the culture of the organization to achieve it; clearly convey commander's intent and vision
- **Decision Making**: Ability to adapt decision making (centralize – decentralize) and leadership (direct, peer, collaborative) approaches to the complexity of the problem, organization, and command and control method, while managing risk; and make timely decisions with incomplete information, then adapt.
- **Motivating**: ability to inspire and encourage others towards mission and goal accomplishments, while meeting their individuals needs; create a climate of openness and trust and empower others to use their initiative and talent to accomplish the mission.
- **Foster Teamwork and Collaboration**: able to build trust, confidence and cohesion, and promote teamwork and collaboration across organizational boundaries; and to use consensus building to increase organizational effectiveness.

Competency-Technical

TECHNICAL: Develop a Joint leader with a broad understanding of systems and their interrelationships; who comprehends the interdependencies between systems, decisions, organizations, etc. and the tools that support their management; who is aware of information-age technology and leverages technology; and who can visualize future states, then move the organization forward to achieve them.

- **Understanding of Systems** – organizational, DIME/PMESII, battlespace, Joint/Combined and their interrelationships and how to use them to achieve organizational goals or accomplish the mission.
- **Tools Supporting Enterprise**: Comprehends the interdependencies between systems, decisions, organizations, etc. and the tools that support their management; aware of information-age technology and leverages technology for organizational effectiveness; and able to skillfully integrate capabilities to accomplish the mission
- **Ends, Ways, Means Framework**: Visualize future states and skillfully apply Ends/Ways/Means to integrate capabilities to move the organization or the campaign forward to achieve them.
- **Resource Stewardship**: Ability to acquire and administer human, financial, material and information resources to accomplish the mission and to use new technology to improve organizational effectiveness.

World-Class Warfighter

WORLD CLASS WARFIGHTER: Develop a Joint leader who has mastery of strategic and operational art, Service and joint doctrine, operational concepts, and joint force capabilities; who has a holistic view of the complex battlespace; who can operate in a rapidly adaptive, dynamic, collaborative decision-making environment to generate, integrate, sustain, and employ joint forces.

- **Strategic Art**: Understands and applies DIME/PMESII framework, applies principles of war, allocates resources, develops and executes strategic plans derived from interagency and multinational processes.
- **Operational Art**: Apply the operational art for translating strategic objectives to tactical actions; understanding the strategic ends, able to formulate an effects-based campaign to achieve the end-state

World-Class Warfighter (Cont)

- **Effects-Based Approach**: Applies effects-based approach to planning, conducting operations, and assessing effects accomplishment and movement towards end-state. Able to visualize battlespace in DIME/PMESII framework, and to manage effects – task linkages.
- **Campaigning**: Skilled in the orchestration of a series of effects-based, distributed operations in a campaign, using the best combination of capabilities, to achieve the end state. Ability to translate strategic objectives into tactical actions through the campaign plan.
- **Joint Warfighting**: Proficient in joint doctrine and concepts and capabilities and the ability to apply them within commander's intent; using distributed collaborative environments, planning, command & control systems, and logistics systems and processes.

Competency-Improving

IMPROVING: Develop a Joint leader who continually develops self, others and organizations using a lifelong approach to learning to increase the capability to accomplish current and future missions; who applies the resources of the organization to build effective teams capable of collaborating and operating in distributed environments; who is a change leader that is innovative, open to new concepts and ideas, and who can develop and implement an organizational vision that integrates organizational components to achieve the vision.

- **Life-Long Learning**: Inculcate the concept and practice of lifelong learning, self-awareness and adaptability into the joint culture, learning strategy and processes; initiative to pursue knowledge beyond a known state of competence.
- **Team Building**: Capable of continuously striving to improve team cohesion and performance; able to develop leadership in others through coaching, mentoring and rewarding others. Able to foster team spirit, pride and trust.
- **Change Leader**: Capable of developing and implementing a vision that integrates organizational components to achieve the vision; ability to apply creativity, and innovation, vision, strategic thinking and external awareness in leading organizational change.

Assumptions

- Initial focus is on senior field grade officer (O-5/O-6)
- Focus on organizational leadership, operational level of war levels
- Focus on joint task force commander & staff as individuals & team
- Joint competencies complement service competencies and help provide joint context
- Due to nature of future environment and operational construct, conceptual/cognitive competencies will be high in importance and provide high return on investment
- Competencies apply to entire learning continuum (education, training, experience and self-study)
- Must provide competencies for int. field grade officers (O-4/O-5), and senior field grade (O-5/O-6) commanders as well as pre-comm. and primary officers
- Need to address Senior NCOs too
- Longer term strategies must address jointness down organization
- Timeframe: Leaning forward: 3-5 years in future

Approach to Developing Competencies

1. Define the problem and research tasks
   - Review observations from experimentation & lessons learned
   - Define problem and research tasks
2. Examine future environment, operational construct, competency frameworks & leadership development models
   - Identify key elements of change and how commander & staff will make decisions, plan, execute and assess in future conflict (tasks)
   - Generate and refine tasks relevant to CC / JF / JTF in future environment
     - SJFHQ Construct; JOpsC Construct
   - Generate define & refine core competencies framework (top down)
3. Conduct assessment, collect and analyze data
   - Map and validate KSAs to tasks through use of SME rating
   - Identify task-related KSAs through survey technique
     - Participants – JFCOM SJFHQ & Blue Cell, NDU-JFSC, CENTCOM

Approach to Developing Competencies (2)

4. Define competencies construct
   - Define, refine competencies, and KSAs
   - Align competencies and KSAs to core competencies
   - Senior Concept Developer review
5. Competence construct validation through experimentation
   - Examine and refine competencies through research and experimentation
   - Develop framework and metrics for individual & team competencies
   - Develop new/revised competencies through research and experimentation

Research Questions – HR System

- What are the new or revised competencies that commanders and staffs (individuals and teams) must have to operate in the complex and unpredictable future environment?
- How do the competencies map to the learning continuum for training and education of commanders and staffs (individuals and teams)? What changes are required?
- How do we measure proficiency of the commander and staff in the future, networked operational environment?
- How can we influence leader development in FY05 & beyond?
- How do you identify and assess people with the personal characteristics required?

Research Questions – HR System

- Do personal characteristics exists in current service inventories?
- How can needed characteristics be leveraged to achieve required future competencies?
- If some of characteristics are inherent or nurtured at a young age, what are pre-entry implications?
- What are best practices for developing effective commanders and staffs in future networked, global operating environment.